

1 December 1976

MEMORANDUM FOR: Director of Training

FROM : [REDACTED] 25X1A
Special Programs Officer

SUBJECT : Course Report for CIA Today and Tomorrow
#1-77

1. CIA Today and Tomorrow #1-77 was held from Tuesday through Thursday, 19-21 October 1976, in the Headquarters Auditorium. As has been the usual pattern, the following day, Friday, 22 October, was devoted solely to members of the class from the Directorate of Operations, both careerists and rotational assignees. Copies of the schedules of the two programs are Attachment 1. A roster of participants in the three-day program is Attachment 2. The End-of-Course Data form is Attachment 3.

2. CIA Today and Tomorrow #1-77 was the first of four runnings of this course to be held in Fiscal Year 1977. Only three runnings were held in FY 1976.

3. The objectives of the course, to judge by the brief oral evaluation and individual comments, were successfully met. The objectives of the course manager were only partially so. A major goal we set ourselves was to give employees enrolled in the course an opportunity to hear from as much of the new leadership of the Agency as possible. It was, therefore, a disappointment that neither the Director nor Deputy Director of Central Intelligence was able to take part in the regular three-day program. The Deputy Director did, however, meet with the class on Friday afternoon, at the conclusion of the program reserved to Directorate of Operations employees. The entire class was invited to hear him on that day, and most of them did so. Our effort to provide a substitute for the Director's presence, in the form of a videotape of his presentation to the June 1976 CIA Today and Tomorrow, was frustrated when the video projector broke down.

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4. Of the new leadership, the class heard from the Deputy Director for Intelligence, the Deputy to the DCI for National Intelligence, the Inspector General, and the Assistant to the DCI responsible for press matters. We were particularly grateful to the Deputy to the DCI for National Intelligence,

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██████████, who at first declined but, when a change of plans permitted his attendance, was kind enough to volunteer. The new General Counsel, Mr. Anthony Lapham, was scheduled to speak on "CIA and the Law" but other demands necessitated sending his Deputy, ██████████, as substitute.

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Speaking on less than an hour's notice, ██████████ gave one of the best presentations of the running. ██████████, Special Assistant to the DDCI, stepped into the hour reserved for the DDCI at the conclusion of the regular program and gave a well-constructed presentation on his area of responsibility, "Crisis Management and Terrorism."

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5. Other substitutions in the program were: Mr. Ernest Zellmer, Associate Deputy Director for Science and Technology (DDS&T), who replaced the Deputy Director; and ██████████, Deputy Director, National Photographic Interpretation Center, who replaced the planned panel of DDS&T component chiefs. Both presentations proved to be admirable additions to the program.

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6. Clearly the most popular presentation, because of its triumph of style over mundane, if essential, subject matter, was that of ██████████, Acting Chief of the Information Systems Analysis Staff, Directorate of Administration. His subject for this second appearance in CIA Today and Tomorrow was records management in CIA.

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7. Because perhaps too much of the course is devoted to organizational developments in the Agency, a special effort was made to include some substantive content.

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██████████ presentation on "World Issues in Intelligence" set the stage. A panel on Africa brought together representatives of several components working on the Africa problem; and ██████████, National Intelligence Officer (NIO) for China, discussed "China after Mao" in the context of his NIO responsibilities. All of the substantive presentations were effective and well-received. The "Focus on Africa" panel, chaired by ██████████, Assistant National Intelligence Officer for Africa, was composed of

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the following officers: [REDACTED] Directorate of STATINTL
Operations; [REDACTED] Office of Political Research;
and [REDACTED] Office of Current Intelligence.

2. 8. The Directorate of Administration's contribution, as will be seen in the attached schedule, was in three parts--an overview by the Deputy Director; [REDACTED] STATINTL
discussion of records management; and a panel on "Administrative Support in CIA," chaired by Mr. Michael J. Malanick, the Associate Deputy Director for Administration. The panel consisted of the Deputy Director of Security, the Director of Personnel, and the Director of Medical Services. This panel produced the liveliest discussion of the program, almost exclusively, as might be expected, on personnel matters. Women members of the class took the lead in raising questions about the problems of those in clerical status. One concern of interest related to bringing in outsiders to fill higher-grade jobs for women instead of offering them to personnel already on board. (Concerns of clerical women concerning lack of advancement opportunities surfaced also on Friday during the discussion of career management in the Directorate of Operations.)

9. The fourth day, for employees and rotational assignees in the Directorate of Operations (DDO), followed the usual pattern. The class divided into two groups in the morning--professional and clerical--for discussion of career management questions. In the afternoon, the group heard from [REDACTED] on Counterintelligence and, as mentioned, the DDCI.

10. In planning the fourth day, the course manager followed the usual practice of consulting with the Senior Training Officer, Directorate of Operations. The latter expressed the hope that there would be an afternoon presentation Friday on the reorganization of the Directorate staffs. Although a serious attempt was made, we were unsuccessful in getting any member of the DDO hierarchy to discuss that subject. As a result, we fell back on the previous year's program, which consisted of presentations on Counterintelligence and the [REDACTED] STATINTL
The latter was cancelled, however, to make room for the Deputy Director of Central Intelligence.

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11. Statistics on class enrollment are given in Attachment 3. It was disappointing that, of the 236 enrolled in the course, only 200 appeared on opening day (one of whom later dropped out). The Training Assistant who handled registration has conducted a survey of those who did not appear, to ascertain the reasons. She reports that about 12 did not receive word of their acceptance. Most of the remaining cancelled because of changes in their own schedules. Although they informed their Training Officers, OTR was not informed. Most of those cancelling have now been enrolled in the January running. 821. 24

STATINTL 12. The course manager was ably assisted in the running of this course by [REDACTED] of the Intelligence Institute, who shared the introduction of speakers. STATINTL [REDACTED], Training Assistant, registered the class on the first morning and handled many of the behind-the-scenes details. [REDACTED] of the Institute, who was auditing the course, assisted [REDACTED] in registration and provided other help throughout the program. Preregistration of the class and the preparation of the class roster and course statistics were carefully handled by [REDACTED], who STATINTL is temporarily assigned to the Special Programs Office.

STATINTL 13. The Training Services Staff videotaped five presentations during the course, including that of the DDCI, at the request of the [REDACTED] Directorate of Operations.

14. Recommendations

a. The next running should seek to respond to two suggestions made in the oral evaluation: (1) that more time be allotted to the Director of Personnel and that he be joined on the platform by representatives of the career management offices of each Directorate; and (2) that the Legislative Counsel be invited to participate.

b. An effort should be made to leaven the program with audiovisual material. This has been done effectively in the past. An unsuccessful effort was made in this course to secure Time of the Jackal, a film about the

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oil producing countries. (It is now reserved for the January running.) A number of videotapes are available for use, although the failure of the videotape projector prohibited their use in this running. There is an unfortunate scarcity of other visual materials that a class of this vintage would not have seen in some other course. The Office of Training should consider extraordinary efforts to obtain current documentary films concerning foreign countries. We have heard that the Agency is unable to obtain films from some producers, notably the National Geographic Society. This question might well be reopened, possibly with the assistance of the new DCI, if that were necessary. A study of the availability of such films would be in order as a first step.

c. For the record, it should be noted that this program did not have a presentation on Equal Employment Opportunity (EEO) because the Director was unavailable and no satisfactory substitute could be found. The next running should contain an EEO presentation.

d. The number of presentations on substantive matters should be increased. They are more interesting to the class and often as successful in conveying organizational data as the component presentations.

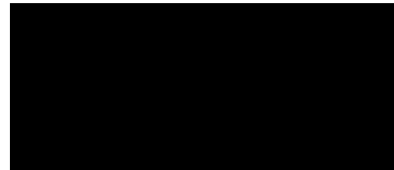
e. It has been the past practice to register participants in the class only on the morning of the first day and to give credit for course completion on the basis of that registration. This causes uncertainties about the actual participation in the class. There seems no reason not to request registration by card each morning. It should not be necessary to have a registrar present after the first day.

f. Training Officers should be reminded at the next OTR Conference of Training Officers of the need to inform employees of their enrollment in classes and to inform OTR of cancellations.

g. It should become traditional at the beginning of each Fiscal Year to provide the DDCI and DCI with a list of CIA Today and Tomorrow schedules for the coming

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year as encouragement to their participation. We have already initiated this practice by sending the schedule for the first half of 1977 to the DDCI.



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Attachments:

- 1 - Schedule
- 2 - Roster
- 3 - End-of-Course Data

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Approved For Release 2000/06/14 : CIA-RDP79-01590A000200170001-6

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report for CIA Today and Tomorrow #1-77

FROM

Special Programs Officer

EXTENSION

2365

NO.

DATE

3 December 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/II

6 DEC 1976

AM

2.

C/TSS

7 Dec

HR

3.

C/PPG

12/8

WB

4.

DD/OT

8 DEC 1976

B

5.

EO/TR

17 DEC 1976

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6.

DDTR

20
18 DEC 1976

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7.

DTR

20 DEC 1976 4 JAN 1977

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8.

C/II

5 JAN 1977

AM

9.

10.

11.

SPO

SBP

12.

File

p.4

13.

SPO - FILE

14.

NOT REALLY SBP

15.

A highly comprehensive report [redacted] adjusted quickly & most professionally to last minute cancellations by speakers. Am pleased to see "fire" in our people as indicated in para. 8.

Pls note that the problem raised in para. 11 applies also to Intro to CIA - cancellations without us being notified. We need a confirmation procedure for OTR, I think.

This last matter AM turns on how early you accept Enallmanos - your training assistants should be able to solve it. A subject for the subject officer meeting. Agree?

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